

Management Board Scorecard

Measure	Supporting Measures	IRSP Goal	Charter Service Standard Measures	Type of Measure	Q1 performance	Q2 performance	Q3 performance	Q4 performance	2021/22 Outturn	RAG Status Q4	Q4 Comments
Efficient and timely delivery of our services for individuals and organisations	We will assess and respond to 80% of Data Protection concerns within 90 days	Goal 1	Charter Measure	Performance Measure	26.5%	33.4%	39.3%	32.6%	32.8%	Red	This casework target reflects part of our ambition to get to, and resolve, complaints as soon as they arrive with the ICO. Whilst this remains a challenge, and the volumes of cases we can conclude within 12 weeks of arrival is not as we would want, we are making progress every month to allocate quicker – currently at around the 10-11 week mark - and reduce the overall work in hand. We anticipate delivery against this performance indicator at the end of Q2 in 2022/23, but expect improvement against reported percentages in months ahead.
	We will assess and respond to 90% of Data Protection concerns within 6 months	Goal 1	Charter Measure	Performance Measure	89.4%	93.6%	94.0%	92.4%	92.3%	Green	Since Q2 of 2021/22, we have been able to assess and respond to 90% of data protection concerns within 6 months. We are now in a position where this Key Performance Indicator (KPI) is consistently being exceeded and as such we are now focused on improving our timeliness further, as we aspire to deal with 80% of cases within 90 days.
	Less than 1% of our Data Protection complaints caseload will be over 12 months old	Goal 1		Performance Measure	1.24%	1.47%	1.28%	1.26%	1.26%	Amber	We have a number of older cases that we expect to resolve imminently and continue to keep all of casework over a year old under close review.
	We will resolve 80% of written enquiries within 7 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Goal 2	Charter Measure	Performance Measure	47.6%	76.7%	79.8%	76.8%	68.0%	Amber	74.4% of Public Advice enquiries were resolved within 7 calendar days during Q4 (1,190 out of 1,599), and 83.4% of Business Advice enquiries were resolved within 7 calendar days (476 out of 571). Across the full year, 80.8% of Business Advice enquiries were resolved within 7 calendar days, and 63.3% of Public Advice enquiries.
	We will resolve 99% of written enquiries within 30 calendar days <i>(Combined measure of Public and Business Advice enquiries)</i>	Goal 2	Charter Measure	Performance Measure	70.9%	94.4%	95.6%	96.4%	87.6%	Amber	Further improvement during Q4, where 2,091 of 2,170 cases were resolved within 30 calendar days.
	We will answer 80% of calls and live chats within 60 seconds <i>(Combined measure of calls and live chats)</i>	Goal 1	Charter Measure	Performance Measure	New for Q2	61%	78%	79%	72% (Q2-Q4)	Amber	Continued improvement during Q4, falling just slightly below target at 79.48% as a combined figure. Across Q4 we sustained strong performance on live chats answered within 60 seconds (88%), and helpline calls answered within 60 seconds (78% compared to 58% at Q2). In total 86,683 calls were answered during the quarter; 75,518 helpline calls and 11,165 live chats. As a new measure introduced in-year, our overall outturn of 72% reflects only quarters 2 to 4, and was impacted by our performance during Q2.
	In 100% of cases, the Parliamentary and Health Service Ombudsman (PHSO) do not uphold a complaint about the ICO	Goal 4		Performance Measure	100%	88.9%	100%	100%	98%	Green	Across 2021/22 we received 47 PHSO complaints (12 in Q1; 9 in Q2; 13 in Q3; 13 in Q4), of which 1 was upheld in Q2. Our outturn performance is therefore 98% (46 out of 47 not upheld).
	We will investigate and respond to 90% of service complaints within 30 calendar days <i>(Combined measure of service complaints across all teams)</i>	Goal 1	Charter Measure	Performance Measure	64.1%	58.6%	80.4%	71.4%	68.0%	Red	In Q4, 75 out of 105 service complaints were investigated and responded to within 30 calendar days. In total across 2021/22, 293 out of 430 complaints were investigated and responded to within the 30 days. The ICO is committed to improving this area of work so that our customers receive a response to service complaints within 30 days. This will be an area of focus for Q1 in 2022/23.
	Customer satisfaction score	Goal 4		Performance Measure	Annual measure	Annual measure	69.4	Annual measure	69.4	Not Applicable	The overall ICO Customer Satisfaction Index (CSI) is 69.4, with satisfaction at 60.4 for our Public Services and 80.7 for Business Services. We have an overall CSI ambition for 2022/23 of 72.4

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	We will refer or close 80% of personal data breach reports within 30 days	Goal 5	Charter Measure	Performance Measure	54%	29%	65%	74%	54%	Amber	In line with our recovery plan, performance improved again during Q4, though overall 2021/22 outturn was impacted by performance shortfalls earlier in the year.
	Less than 1% personal data breach reports will be over 12 months old	Goal 5		Performance Measure	<1%	<1%	0%	<1%	<1%	Green	Only 1 out of 900 plus personal data breach reports was over 12 months at the end of 2021/22.
	Less than 1% of our Freedom of Information caseload will be over 12 months old	Goal 1		Performance Measure	4.22%	3.28%	5.16%	6.62%	6.62%	Red	This KPI will remain outside its target in the coming months as a result of complaint casework queue becoming older. A recovery plan is being implemented and we will gradually see this reduce once the new staff are recruited, trained and productive, as we make efficiencies, and as we reduce the wider queue (see mitigation below).
	We will reach a decision and respond to 80% of Freedom of Information concerns within 6 months	Goal 1	Charter Measure	Performance Measure	73.79%	72.67%	73.33%	66.76%	71.73%	Red	Our productivity has returned to pre-pandemic levels and we have broadly kept pace with the new level of demand. A recovery plan based on efficiencies, streaming work, more earlier resolution, sharing learning to support public authorities to get it right first time, more upstream intervention and a number of temporary staff is being implemented to initially reduce the backlog down to pre-pandemic levels by end of the business year. We then want to drive the performance further to improve service overall before returning the additional temporary resources. The Director will present a more detailed paper and recovery plan to Management Board at the July meeting.
	66% of Freedom of Information tribunal hearings in our favour	Goal 4		Performance Measure	72%	73%	76%	72%	73%	Green	68 First-Tier Tribunal cases were closed in Q4, of which 49 were successfully defended (NB: 'Successfully defended' is outcomes other than 'Allowed', 'Part-Allowed' and 'Consent Order'). We have had a large number of record closures updated, and in most cases these were backdated due to tribunal and administrative delays, so percentages previously reported for quarters one to three have been updated in this report. In total across 2021/22, 189 cases were successfully defended out of 258 cases closed.
	90% of our audit recommendations will be accepted in full or in part	Goal 2		Performance Measure	99%	99%	98%	99%	99%	Green	99% of audit recommendations accepted in full or part in Q4 bringing the average for the year to 99%. A total of 1,385 recommendations were made during the year.
	Positive feedback from Sandbox participants	Goal 4		Performance Measure	N/A (Annual)	N/A (Annual)	N/A (Annual)	N/A (Annual)	91%	Not Applicable	This is an annual measure. One exit report was published in Q4, with a second due to be published in May. There were 11 participants in the Sandbox at the end of March.
	We will respond to 92% of Information Access Requests within statutory deadlines	Goal 4	Charter Measure	Performance Measure	83%	79.7%	59.9%	71.0%	73.0%	Red	All cases over 3 months old have now been closed in line with the objectives set out in our Information Access Recovery Plan . Cases are now being allocated and assigned more quickly than previously, which has had a positive impact on the efficiency and turnaround of our total caseload, and our inactive caseload has reduced. We expect improved compliance results from now onwards, as the backlog of overdue cases falls and the consequent effect of closing late cases will lessen in impact on our compliance rate. We therefore anticipate achieving our recovery target of reaching compliance (92%) by the end of June 2022 (Q1).

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	Number of organisations working with the Innovation Hub	Goal 4		Performance Measure	43	19	43	55	160	Not Applicable	<p>The Hub engages with businesses and public sector organisations (including regulators), and activities and outputs are tailored to each individual project. Several projects during Q4 included workshops and one on one sessions, resulting in a busy year-end. Key achievements for 2021/22 include:</p> <ul style="list-style-type: none"> • Key supporter in DCMS led Saftey Tech Challenge. The ICO promoted key messages to invested stakeholders and provided expert data protection advice to the selected firms' solutions demonstrating the art of what is possible in maintaining privacy in end-to-end encrypted environments while also detecting Child Sexual Exploitation Material. • Continued active key mentor in the FCA Digital Sandbox providing FinTech organisations with specialist data protection by design advice to their propositions in a testing environment. • Connected places Catapult partnership established working collaboratively with innovators on Homes for Healthy ageing programme ensuring privacy considerations are at the forefront of developers' minds so the Programme can realise societal benefits in the development of trusted solutions that respect privacy.
	70% of external DPIA requests for advice to be responded to in 8 weeks	Goal 6	Charter Measure	Performance Measure	100%	100%	100%	100%	100%	Green	8 cases in total in Q1; 1 case in Q2; 3 cases in Q3; 4 cases in Q4.
	We will respond to 100% of prior consultation submissions within statutory timeframes	Goal 6	Charter Measure	Performance Measure	100%	100%	N/A (0 cases)	N/A (1 case not yet due)	100%	Not Applicable	2 cases in total in Q1, 1 extended due to complexity; 2 cases in Q2; 0 cases in Q3. We received 1 case in Q4, which is not yet due to be completed.
	100% of regulatory outcome fines have a recovery action plan within 2 working days of the debt becoming due	Goal 5		Performance Measure	100%	100%	100%	100%	100%	Green	The KPI has been met in each quarter, with 32 cases across 2021/22 (4 cases in Q1, 11 cases in Q2, 8 cases in Q3, and 9 cases in Q4).
	95% of investigations close within 12 months of starting.	Goal 5		Performance Measure	90.9%	72.4%	71.8%	74.2%	80.8%	Red	<p>Across 2021/22, 562 out of 696 investigations were closed within 12 months of starting, the highest volume being Civil (195 out of 267), Cyber (273 out of 297), Privacy and Digital Marketing Investigations (82 out of 96), and the Criminal Investigation Team closed (12 out of 36 cases).</p> <p>We have also experienced some internal challenges relating mainly to our legal capacity. A series of remedial actions are either underway or have been delivered in order to further increase legal resource and improve our case prioritisation process. A programme of work to improve investigative doctrine is also under development to help address quality and avoid rework on some files.</p>
	We will deliver ICO role in UK adequacy process to agreed timetables to enable support delivery of adequacy findings	Goal 3		Performance Measure	On target	On target	On target	On target	On target	Green	All timelins currently being met.
Outcome and effectiveness of our work with individuals and organisations.	Do we deliver for individuals?	Goal 1		Outcome Measure							Our Outcome Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as the extent to which the ICO is perceived to be helpful, whether our advice can be trusted, and whether individuals would recommend the ICO to others.
	Do we deliver for organisations?	Goal 4		Outcome Measure							Our Outcome Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as whether organisations would recommend the ICO, whether our involvement improves organisational compliance, whether our guidance is helpful, practical and proportionate, and whether our recommendations are implemented.

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Impact and influence of the work of the ICO.	Does the ICO uphold data rights for individuals?	Goal 1		Sentiment Measure							Our Sentiment Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as whether individuals know where to get information on how to keep their information safe, perceptions around risks to their data, and what organisations should be doing to keep their data safe.
	Does the ICO encourage trustworthy and responsible data use by organisations?	Goal 1		Sentiment Measure							Our Sentiment Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as whether the ICO gives confidence in the way data is used by organisations, whether organisations know how to -and are trusted to - keep information safe.
	Does the ICO support and promote economic growth, competition and innovation?	Goal 1		Sentiment Measure							Our Sentiment Measures are under development, following implementation of a research project. Questions underpinning this measure will encompass a range of supporting questions, to cover areas such as confidence in using digital services, whether the work of the ICO supports in building customer confidence and how data is looked after, as well as the ICO's support, innovation, international influence, and how effectively we work with others to reduce burdens on business.

Key to RAG ratings*

- Green = at, or above, target
- Amber = within 10% of target
- Red = more than 10% away from target

(*except for measures targeting 'less than 1%')

- Green = at, or less than, 1%
- Amber = between 1% and 2%
- Red = greater than 2%